

CECW-OE- EOC Memorandum No. 500-1-6	Department of the Army U.S. Army Corps of Engineers Washington, DC 20314-1000	OM 500-1-6 12 July 1994
	Emergency Employment of Army and Other Resources EMERGENCY OPERATIONS CENTER STANDARD OPERATING PRODCEDURES (HQUSACE-EOCSPO)	
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DEPARTMENT OF THE ARMY
U.S. Army Corps of Engineers
Washington, D.C. 20314-1000

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EMERGENCY OPERATIONS CENTER STANDARD OPERATING PROCEDURES
(HQUSACE-EOCSOP)

TABLE OF CONTENTS

PARAGRAPH	PAGE
1. Purpose	1
2. Applicability	1
3. References	1
4. General	2
5. Supplemental Material	6
6. Supplemental Procedures	6

APPENDICES

Appendix A - EOC Operations	A-1
Appendix B - Job Descriptions	B-1
Appendix C - Message Traffic	C-1
Appendix D - Operations Security	D-1
Appendix E - Information Reporting Requirements	E-1
Appendix F - EOC Resource Material	F-1
Appendix G - Glossary	G-1
Appendix H - Emergency Action Procedures	H-1

LIST OF FIGURES

Figure A-1 - Activation Order, EOC/sample letter	A-5
Figure A-2 - Normal and emergency watch operations	A-6
Figure A-3 - Crisis management team	A-7
Figure A-4 - Tours of duty - EOC	A-8
Figure A-5 - Crisis management team roster	A-9
Figure C-1 - Incoming messages	C-4
Figure C-2 - Outgoing messages	C-5
Figure D-1 - EOC security (Register) log	D-8
Figure D-2 - Bomb threat checklist	D-9
Figure E-1 - Situation reporting (SITREP) format	E-3
Figure E-2 - Emergency operations summary (Red Sheet)	E-5
Figure E-3 - Sample executive summary (EXSUM)	E-7

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EMERGENCY OPERATIONS CENTER (EOC)

1. Purpose. This memorandum details the policies and procedures to be used for the operation of the Headquarters United States Army Corps of Engineers (HQUSACE) Emergency Operations Center (EOC), and delineates the duties for the personnel assigned to the EOC or to the Crisis Management Team (CMT).

2. Applicability. This memorandum applies to all HQUSACE/OCE-P staff elements.

3. References. A glossary is included at Appendix G.

a. Public Law 84-99, Flood and Coastal Storm Emergencies, as amended.

b. Federal Response Plan for Public Law 93-288, as amended, dated April 1992.

c. AR 500-60, Emergency Employment of Army and Other Resources, Disaster Relief.

d. USACE Supplement 1 to AR 380-5, 8 Mar 85, Department of the Army Information Security Program.

Department of the Army Emergency Action Procedures (DAEAP).

f. Army Mobilization and Operations Planning System - Volume IV.

g. ER 500-1-1, Emergency Employment of Army and Other Resources, Natural Disaster Procedures.

This memorandum supersedes OM 500-1-5, dated 8 July 1983.

OM 500-1-6
12 Jul 94

h. OM 10-1-1, Organization and Functions, Office of the Chief of Engineers.

i. Corps of Engineers Mobilization and Operations Planning System (CEMOPS).

j. Authority: CECW-OE, Memorandum for MG Edgar, dated 19 July 1991; subject: "Warm" CMT/EOC and the Readiness Branch Function - for Decision.

k. Authority: CECW-OE, Draft Document, dated 9 March 1992; subject: Executive Readiness Board Charter.

4. General. The EOC provides a focal point for the Chief of Engineers's command and control of USACE emergency operations. Upon activation, all USACE elements respond to taskings directly from the EOC. All USACE elements are required to notify the EOC immediately upon warning or execution of activities in response to emergencies. See Appendix E, Information/Reporting Requirements, for additional detail.

a. Emergencies may include, but are not limited to the following:

(1) Support to the Commanding General, U. S. Forces Command and commanders outside the continental United States for disaster relief efforts IAW AR 500-60.

(2) Advance measures and flood response and post-flood recovery activities to save lives and protect improved property (i.e., public facilities/services and residential/commercial developments) from flood or coastal storms and other events such as drought or contaminated water source as authorized by PL 84-99.

(3) Support of the Federal Emergency Management Agency (FEMA) during disaster response under PL 93-288, including actions taken as the primary agency for Emergency Support Function #3, Public Works and Engineering, under the Federal Response Plan (FRP).

(4) Response taken for hazardous material spills under the National Contingency Plan. USACE responds to oil and hazardous substance releases as part of the Federal effort coordinated by the U. S. Coast Guard for coastal and inland waterway systems and the Environmental Protection Agency for all other areas.

(5) Response taken to any other emergency at the direction of the Director of Military Support (DOMS).

(6) Support given to other agencies during emergencies IAW the Economy Act.

(7) Actions taken to support the mobilization, deployment and sustainment of U.S. forces during contingencies IAW USACE responsibilities under the Army Mobilization Operations and Execution Systems (AMOPES).

(8) Actions taken to assure essential functions of the Government are continued during enemy attack upon the Continental United States (CONUS) IAW the Continuity Of Government (COG) plan.

(9) Actions taken IAW Continuity of Operations Plans (COOP) to insure that essential missions are continued during any circumstance which requires relocation from normal duty station(s).

(10) Response in support of Department of Defense missions as directed by authorized DOD or DA authorities.

(11) All other situations in which USACE elements, including laboratories and separate FOAs, are impacted or respond.

b. Levels of Operation. The EOC operates at one of the following operational levels:

(1) LEVEL 1 - NORMAL OPERATIONS. Normal Operations are conducted in the absence of emergency conditions which would warrant a higher level of operation. See Appendix A for staffing requirements.

(2) LEVEL 2 - EMERGENCY WATCH. Emergency Watch is activated when the threat situation or emergency event requires night and weekend operation of the EOC, with limited EOC staff augmentation. An Emergency Watch Team (EWT) is automatically activated whenever a USACE MSC activates an EOC on a 24-hour basis. See Appendix A for staffing requirements.

(3) LEVEL 3 - EMERGENCY OPERATIONS. Emergency Operations is the highest level of EOC operation which retains normal command and control channels. It is activated when requirements exceed the capability of the EWT. The Emergency Operations Team (EOT) is a flexible organization, and may include action officers and other support staff selected from the Crisis Management Team (CMT). Options include LEVEL 3A, one EOT and limited night coverage; LEVEL 3B, activation of a second EOT to provide 24-hour coverage; or LEVEL 3C, activation of an EOT for field operations.

See Appendix A for staffing requirements.

(4) LEVEL 4 - CRISIS MANAGEMENT. Activation of the Crisis Management Team (CMT) is the highest level of emergency operation. When the CMT is activated, it reports to the responsible director for the emergency, i.e., the Director of Civil Works, the Director of Military Programs or other leader appointed by the Chief of Engineers. Although team composition may be adjusted as required, activation of the CMT implies activation of two teams to provide 24-hour coverage. See Appendix A for staffing requirements.

c. Activation Authority.

(1) LEVEL 2 - EMERGENCY WATCH. Emergency Watch and activation of an EWT will be authorized by the Director of Civil Works; or Chief, Operations, Construction and Readiness (OCR) Division. An Emergency Watch and activation of pre-designated EWT personnel may be automatically executed by the Chief, Readiness Branch; Chief, Emergency Operations Center; or the Emergency Operations Officer upon 24-hour activation of any MSC EOC, or upon receipt of DEFCON change, THREATCON change, activation of the FRP or other emergency condition. Notification of an Emergency Watch is disseminated by the EOC to all HQUSACE directorates and offices.

(2) LEVEL 3 - EMERGENCY OPERATIONS. Upon recommendation of the Chief, OCR Division, and/or the Executive Readiness Board (ERB), the Director of Civil Works directs activation of an EOT. The activation order is promulgated by the Chief of Staff to all HQUSACE directorates and offices (see Figure A-1, Appendix A).

(3) LEVEL 4 - CRISIS MANAGEMENT TEAM. Upon recommendation of the Director of Civil Works or Director of Military Programs, the Chief of Engineers directs activation of the CMT. The recommendation includes designation of either the Director of Civil Works, the Director of Military Programs, or other official as the Director of the CMT. The activation order is promulgated by the Chief of Staff to all HQUSACE directorates and offices.

d. Taskings. HQUSACE staff responsibilities for manning the EOC are as follows (See Appendix B for job descriptions.):

(1) Commander, USACE. Designates the Director of Civil Works, Director of Military Programs, or other official as the director of the CMT, if activated.

(2) Chief of Staff, USACE. Promulgates orders for activation

of the EOT and CMT.

(3) Chief, Readiness Branch. Provides an Action Officer as subject matter expert for civil and military emergencies.

(4) Chief EOC. Maintains EOC staff in a state of readiness to serve as cadre during Emergency Watch, Emergency operations, and CMT activation. Insures operation security as outlined in Appendix D, Operations Security, (OPSEC).

(5) Director, HEC. Assures that HEC and Pulaski Building operations are prepared to support EOC activities, as required by activation above Level 1.

(a) HEC-HR. Provides support in the planning and activation of CMT personnel.

(b) HEC-IM. Insures that the message center and emergency communications (radio) systems are manned and operable on a 24-hour basis. Provides telecommunication support and delivery of messages to the CMT and additional graphic support as required. Provides support for LAN and other ADP functions. See Appendix C, Message Traffic.

(6) Directorate of Human Resources, Military Personnel Division (CEHR-M). Coordinates and develops procedures for selection, notification, replacement and reporting of officers for detail as HQUSACE Staff Duty Officer (SDO).

(7) All Directorates and Separate Offices. All HQUSACE directorates and separate offices and Office Chief of Engineers (Pentagon) (OCE-P) shall provide:

(a) Roster to CECW-OE-EOC identifying names and telephone numbers of emergency points-of-contact (EPOC). Rosters will be updated semi-annually on 1 January and 1 July.

(b) Personnel to staff designated positions to support Emergency Operations. Rosters will be published annually on 1 January and interim changes issued whenever staff changes require. See Appendix A for staffing assignments.

(8) Staff Duty Officer (SDO). The HQUSACE SDO represents the Chief of Engineers during non-duty hours. The SDO will take necessary measures to respond to critical actions referred to the Corps of Engineers and will immediately alert appropriate directorates and separate offices of emergency requirements. See SDO SOP for further guidance.

OM 500-1-6
12 Jul 94

5. Supplemental Material. Resource materials and procedures applicable to specific emergencies are contained in appendices.

a. Appendix F, EOC Resource Material, contains a variety of references:

(1) Civil and military response plans, including HQUSACE, higher headquarters, subordinate elements, and other MACOMS.

(2) Maps, charts and other background material required to support command and control of a wide range of contingencies.

b. Appendix H, Emergency Action Procedures, contains specific, time-phased actions to be performed by the EOC and HQUSACE elements in response to various emergencies.

6. Supplemental Procedures. Staff Duty Officer Standard Operating Procedures (SDO SOP) and HQUSACE Emergency Telephone Directory are published separately. Procedures pertaining to internal EOC/CMT operations will be supplemented by numbered orders from the Chief, EOC. The proponent for this memorandum is CECW-OE-EOC. All changes will be coordinated through that organization.

FOR THE COMMANDER:



WILLIAM D. BROWN
Colonel, Corps of Engineers
Chief of Staff

8 Appendices:

APP A - EOC Operations
APP B - Job Descriptions
APP C - Message Traffic
APP D - Operations Security (OPSEC)
APP E - Information Reporting Requirements
APP F - EOC Resource Material
APP G - Glossary
APP H - Emergency Action Procedures

APPENDIX A

EOC OPERATIONS

1. Purpose. This appendix describes procedures for activation above Level 1 and staffing of the HQUSACE EOC.

2. General. Day-to-day operation of the EOC is at Level 1, Normal Operations. When conditions warrant a higher level of operation, the EOC staff may be augmented, tours of duty altered or the level of operation raised to provide adequate EOC coverage (see Figure A-1, Activation order, EOC/sample letter).

3. Organization. Figure A-2 shows the organizational structure of the EOC during Normal Operations (Level 1) and Emergency Watch (Level 2). Figure A-3 shows the organizational structure upon activation of the Crisis Management Team (Level 4). Figure A-4 provides the tours of duty for EOC coverage. Figure A-5 lists the directorate/office CMT position assignments.

a. LEVEL 1-NORMAL OPERATIONS. Normal Operations are conducted by the assigned EOC staff. These low level, day-to-day activities may be referred to as the "warm" EOC. Overall direction is exercised by the Chief, Readiness Branch. Vacant positions will be filled-by temporary assignment of CMT members or other personnel. Assigned EOC staff include the following:

- (1) 1 - Chief, Emergency Operations Center.
- (2) 1 - Emergency Operations Officer.
- (3) 3 - EOC Watch Officers.
- (4) 2 - Emergency Operations Specialists.
- (5) 1 - EOC Systems Specialist.
- (6) 1 - Staff Duty Officer (Non-duty hour coverage).

b. LEVEL 2-EMERGENCY WATCH TEAM (EWT). The EWT consists of the assigned EOC staff and a cadre of personnel who augment the EOC staff when a threat situation requires extended operations. The EWT is automatically activated when a USACE MSC activates an EOC on a 24-hour basis. The overall direction of the EOC at Level 2 is exercised by the Chief, Readiness Branch. The EWT consists of the following personnel:

- (1) Operations Cadre Representative - Military Programs.
- (2) Operations Cadre Representative - Office of the Chief of Engineers-Pentagon (OCE-P).
- (3) Staff Duty Officer (On-site coverage required).

(4) Readiness planner - Natural Disaster/Civil Emergencies (CECW-OE-D).

(5) Readiness Planner - Military/National Security Emergencies (CECW-OE-P).

(6) CMT Communications Team.

(7) Other designated CMT or HQUSACE personnel.

c. LEVEL 3-EMERGENCY OPERATIONS TEAM (EOT). The EOT is an interim organization used to augment the EOC if the CMT is not fully activated. The EOT is of flexible size and composition and is tailored to meet the requirements of a specific crisis. Personnel for the EOT are drawn from the CMT Roster. The level of decision-making is essentially unchanged from that of non-crisis periods; however, the mechanism for providing information to decision-makers is accelerated in order to expedite the response to command requirements.

d. LEVEL 4-CRISIS MANAGEMENT TEAM. When emergency or exercise requirements warrant the concentrated attention of the HQUSACE staff beyond normal organizational capabilities, the CMT may be activated by the Commanding General. Upon activation, the Chief, CMT, directs the activities of the CMT and reports directly to the Commander or designee. The CMT acts as the Commander's technical and operational staff during emergency situations.

(1) The CMT may be tailored to meet the requirements of a specific crisis. Figure A-3 to Appendix A provides the CMT composition based on full activation. Organizations assigned responsibility for CMT positions (see Figure A-5 to Appendix A), will provide the names of one (1) primary and one (1) alternate for each shift to CECW-OE-EOC. Changes to the CMT Roster will be reported immediately and updates provided by 1 January of each year. Both primary and alternate personnel will participate in training.

(2) The CMT is composed of two elements: operations and administrative support. The operations element includes desk officers representing HQUSACE organizational elements, the Watch Team which is responsible for tracking and reporting current operations, and other specialized staff providing intelligence, planning and technical support. The administrative support element has responsibility for message control, clerical functions, dissemination of reports and coordination of communications and other support from the Humphreys Engineer Support Activity (HECSA).

c. Upon activation of the CMT, the Commander may activate

the Directorate of Mission Support (DMS). This element consolidates Information Management (IM), Human Resources (HR), Public Relations (PR), Logistics Division (LD) and Resource Management (RM) functions under a single director.

d. When the CMT is activated, the level of decision making is unchanged from that of non-crisis periods. However, the mechanism for providing information to decision makers is accelerated in order to expedite response to command requirements. The Chief, CMT, may make decisions on matters not specifically covered by policy but which are within the guidance received from the command group. Each staff directorate/office provides direct access between the responsible CMT member and the directorate/office decision maker.

e. During a crisis or exercise, the CMT may be required to operate for extended periods of time. Primary CMT members will generally work 12-hour shifts for the duration of the event. Shift scheduling is the responsibility of the Chief, EOC. Personnel identified as alternates may rotate with the primary CMT member as approved by the Chief, CMT. CMT members will return to their parent directorates/offices when the CMT is deactivated.

f. Overall direction of the CMT is exercised by the Chief, CMT.

g. The composition of the CMT is as follows:

- (1) Chief, CMT (0-6/GM-15)
- (2) Shift Leader (0-5/6/GM-14/15)
- (3) Asst Shift Leader (0-5/GM/GS-14/15)
- (4) Watch Officer (04-03/GS-12/13)
- (5) Desk Officers: CEMP, CECW, CEPM, CEPA, CECC, CERE, CERD
- (6) DMS Desk Officer, if activated
- (7) Desk Officers, if the DMS is not activated: CEIM, CEHR, CEPR, CELD, CERM
- (8) Desk Officer, Specialized: CECW-EH
- (9) Operations Officer (0-4/GM-13/14)

OM 500-1-6
12 Jul 94

(10) Staff Action Coordination Officer (GS-13/14)

(11) Intelligence Officer

(12) Administrative: Administrative Officer, Clerk-Typist (Security), EOC Secretary, Clerk-Typist (Logger), Clerk-Typist, File Clerk

(13) Chief, HQUSACE Support Team: Driver, Courier, Graphics Assistant

(14) Communications Team Leader: Primary/Alt Radio Operator, Clerk Typist, Encoder/Decoder

CECW-OE-EOC

MEMORANDUM FOR All Divisions, Districts, FOA, and HQUSACE
Directorates and Offices

SUBJECT: Activation of the Emergency Operations Center (EOC)

1. Reference HQUSACE Emergency Operations Center Standing Operating Procedures (HQUSACE EOCSOP), dated_____.
2. The HQUSACE Emergency Operations Center (EOC) is hereby activated to Level_____ in support of operations relating to_____.
3. The EOC will be the central point-of-contact (POC) for all information pertaining to USACE involvement in this situation and all elements are requested to respond to taskings directly from the EOC. All HQUSACE Directorates and separate offices, Divisions, Districts, and FOA's will insure that timely distribution of information pertaining to this operation is made to the EOC.
4. All Directorates and separate offices are to alert CMT members and assure availability of Emergency Points of Contact (EPOC's) as listed in HQUSACE Emergency Phone Directory. Report updates immediately to the EOC at 272-1001.
5. _____ is appointed the Chief, CMT.

Colonel, Corps of Engineers
Chief of Staff

NOTE : An activation order will be promulgated by the EOC for Level 2 - Emergency Watch, and higher.

Figure A-1. Activation order, EOC/sample letter.

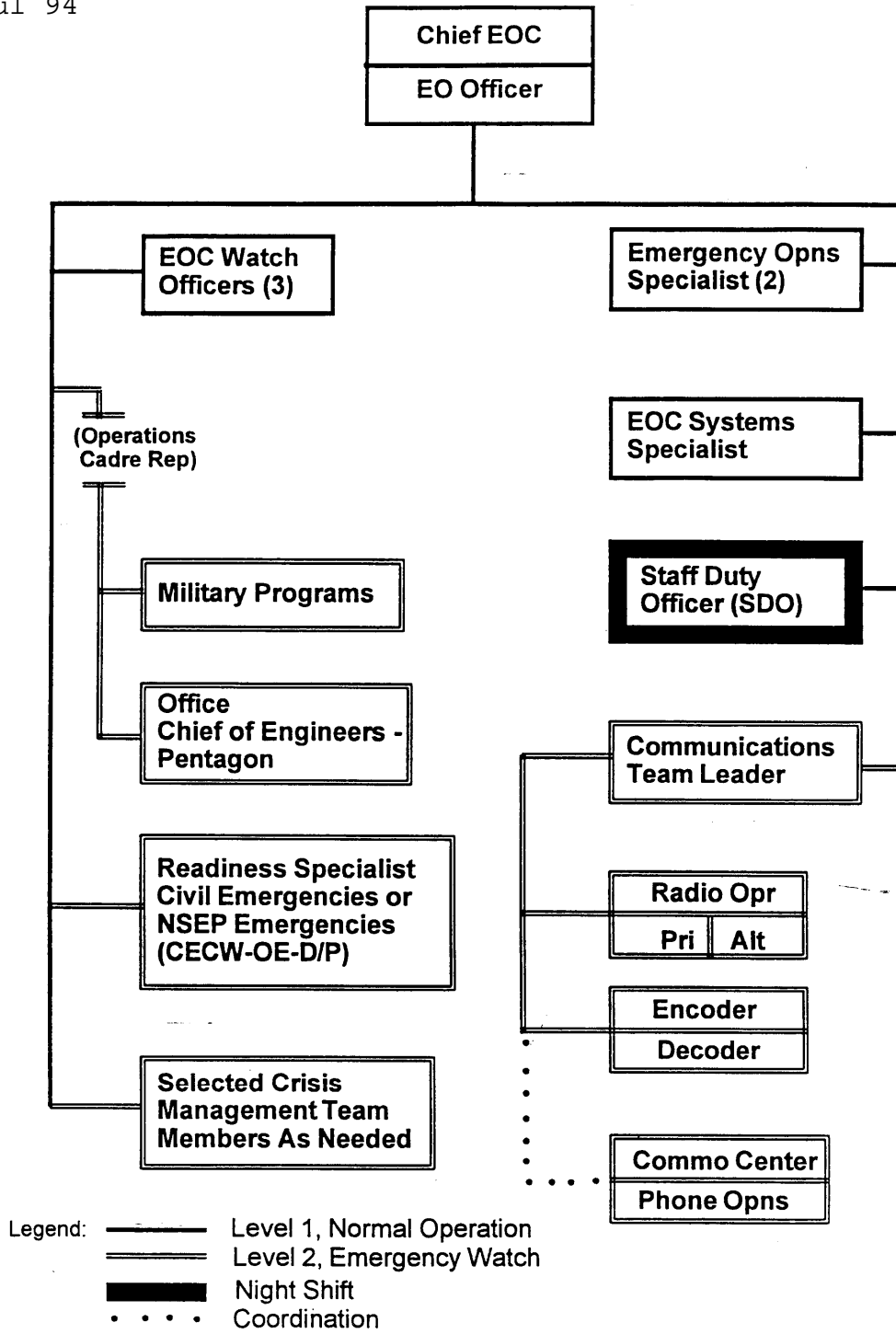


Figure A-2. Normal and emergency watch operations.

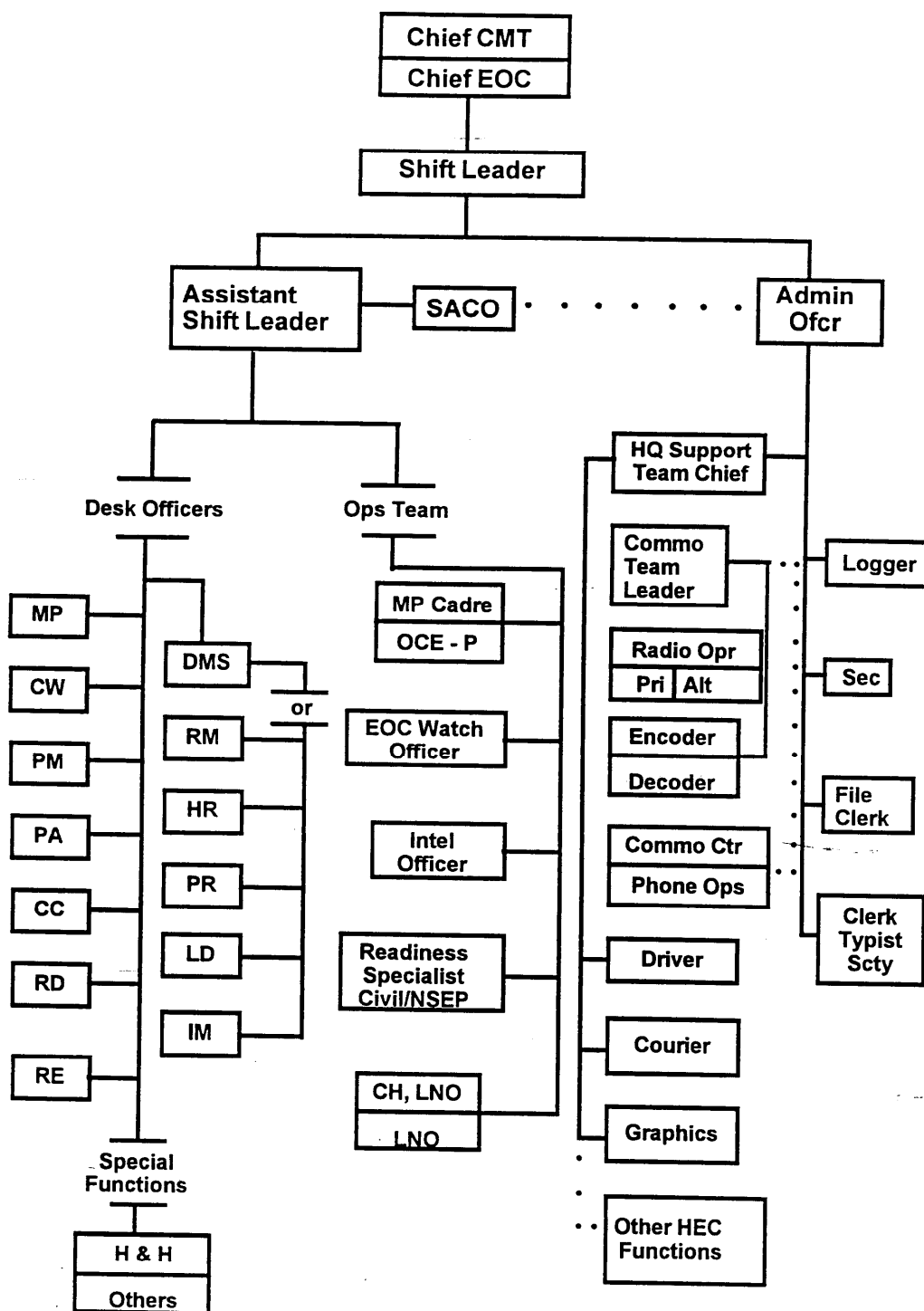


Figure A-3. Crisis management team.

OM 500-1-6
12 Jul 94

LEVEL 1 - NORMAL OPERATIONS			
<u>EOC STAFF COVERAGE</u>		<u>STAFF DUTY OFFICER - ON CALL</u>	
Weekdays:	0700-1700	Weekdays:	1615-0745
Weekends:	None	Weekends:	0745-0745
Holidays:	None	Holidays:	0745-0745
LEVEL 2 EMERGENCY WATCH			
<u>EWT STAFF COVERAGE*</u>		<u>STAFF DUTY OFFICER - ON SITE</u>	
Weekdays:	0500-1930	Weekdays:	1900-0745
Weekends:	0500-1930	Weekends:	1900-0745
Holidays:	0500-1930	Holidays:	1900-0745
LEVEL 3A - EMERGENCY OPERATIONS TEAM			
<u>EOT DAY COVERAGE SHIFT*</u>		<u>NIGHT WATCH TEAM</u>	
Weekdays:	0500-1930	Weekdays:	1900-0745
Weekends:	0500-1930	Weekends:	1900-0745
Holidays:	0500-1930	Holidays:	1900-0745
LEVEL 3B - EMERGENCY OPERATIONS TEAM			
<u>EOT DAY SHIFT</u>		<u>EOT NIGHT SHIFT</u>	
Weekdays:	0700-1930	Weekdays:	1900-0730
Weekends:	0700-1930	Weekends:	1900-0730
Holidays:	0700-1930	Holidays:	1900-0730
LEVEL 4 - CRISIS MANAGEMENT TEAM			
<u>EOT DAY SHIFT</u>		<u>EOT NIGHT SHIFT</u>	
Weekdays:	0700-1930	Weekdays:	1900-0730
Weekends:	0700-1930	Weekends:	1900-0730
Holidays:	0700-1930	Holidays:	1900-0730
* Staff split between 0500-1730 and 0700-1930 tours.			

Figure A-4. Tours of duty - EOC.

CRISIS MANAGEMENT TEAM

Activation	Position	Team A	Team A - Alt	Team B	Team B - Alt	Status / Comments
N O R M A L						
W A T C H						
C M T						
X	Chief, CMT (For Military Ops) 06/GM-15	MP) W: H:	MP) W: H:			
X	Chief, CMT (For Civil Ops) 06/GM-15	CW) W: H:	CW) W: H:			
X	Chief, EOC (D/Chief, CMT)	CECW-OE-EOC) W202-272-1001 H:	DIMA) W: H:			
X	Shift Leader (For Military Ops) 05-06/GM14-15	MP) H: W:	MP) H: W:	CW) H: W:	CW) H: W:	
X	Shift Leader (For Civil Ops)	Reverse Team A and Team B assignments from previous line.				
X	Asst. Shift Leader (For Military Ops) 05/GM-14	CW) H: W:	CW) H: W:	MP) H: W:	MP) H: W:	
X	Asst Shift Leader (For Civil Ops)	Reverse Team A and Team B assignments from previous line.				
X	Emerg Ops. Ofcr 05/GS13-14	CECW-OE-EOC) W: H:	DIMA) W: H:	CW) W: H:	DIMA) W: H:	

Figure A-5. Crisis management team roster.

Activation	Position	Team A	Team A - Alt	Team B	Team B - Alt	Status / Comments
X	Secretary	HEC) W: H:	HEC) W: H:	RE) W: H:	RE) W: H:	
*	MP Desk Officer	MP) W: H:	MP) W: H:	MP) W: H:	MP) W: H:	
*	CW Desk Officer	CW) W: H:	CW) W: H:	CW) W: H:	CW) W: H:	
*	PM Desk Officer	PM) W: H:	Same as Intel Officer	PM) W: H:	Same as Intel Officer	
*	PA Desk Officer	PA) W: H:	PA) W: H:	PA) W: H:	PA) W: H:	
*	CC Desk Officer	CC) W: H:	CC) W: H:	CC) W: H:	CC) W: H:	
*	RD Desk Officer	RD) W: H:	RD) W: H:	RD) W: H:	RD) W: H:	
*	RE Desk Officer	RE) W: H:	RE) W: H:	RE) W: H:	RE) W: H:	
X	DMS Desk Ofcr - If Activated (Not Designated in Advance)	DMS) W: H:	DMS) W: H:	DMS) W: H:	DMS) W: H:	
*	RM Desk Officer** (DMS Peacetime Planner)	RM) W: H:	RM) W: H:	RM) W: H:	RM) W: H:	

Figure A-5. Crisis management team roster, continued.

Activation	Position	Team A	Team A - Alt	Team B	Team B - Alt	Status / Comments
*	X HR Desk Officer**	HR) W: H:	HR) W: H:	HR) W: H:	HR) W: H:	
*	X IM Desk Officer**	IM) W: H:	Same as Commo Team Leader	IM) W: H:	Same as Commo Team Leader	
*	X PR Desk Officer**	PR) W: H:	PR) W: H:	PR) W: H:	PR) W: H:	
*	X LD Desk Officer**	LD) W: H:	LD) W: H:	LD) W: H:	LD) W: H:	
*	* Hydraulics/ Hydrology Technical Spt Desk Officer	CECW-EH) W: H:	CECW-EH) W: H:	CECW-EH) W: H:	CECW-EH) W: H:	
*	* Engineering Technical Spt Desk Officer	CECW-E) W: H:	CECW-E) W: H:	CECW-E) W: H:	CECW-E) W: H:	
*	* Technical Spt Desk Officer	CRRL) W: H:	GETEG) W: H:	W: H:	W: H:	
*	X Watch Officer 04-03/GS12-13	CW) W: H:	CW) W: H:	MP) W: H:	MP) W: H:	
X	X Watch Officer 04-03	DIMA) W: H:	DIMA) W: H:	DIMA) W: H:	DIMA) W: H:	
X	X Watch Officer 03	DIMA) W: H:	DIMA) W: H:	DIMA) W: H:	DIMA) W: H:	

Figure A-5. Crisis management team roster, continued.

Activation	Position	Team A	Team A - Alt	Team B	Team B - Alt	Status / Comments
X	Operations Center -- Military Programs	MP) W: H:				
X	Operations Center -- Civil Works	CW) W: H:				
X	Operations Center -- Asst Chief Engr	OCE-P) W: H:				
X	Intel Officer	PM) W: H:		PM) W: H:		
X	Readiness Planner (NSEP/Military Ops)	CECW-OE-P) W: H:	CECW-OE-P) W: H:			
X	Readiness Planner (Disaster/FRP Ops)	CECW-OE-D) W: H:	CECW-OE-D) W: H:			
X	Emerg Ops Spec	CECW-OE-EOC) W:202-272-1001 H:	DIMA) W: H:	CECW-OE) W: H:	DIMA W: H:	
X	EOC System Spec	CEHEC-IM-V W: H:	Contract: UTA W: H:	Contract: UTA W: H:	Contract: UTA W: H:	
X	Chief, HQ Support Team	CEHEC) W: H:	CEHEC) W: H:			
X	Phone/Commo Center LNO	CEHEC-IM) W: H:		CEHEC-IM) W: H:		

Figure A-5. Crisis management team roster, continued.

Activation	Position	Team A	Team A - Alt	Team B	Team B - Alt	Status / Comments
X	Commo Team Ldr	CEIM/HEC-IM) W: H:		CEIM/HEC-IM) W: H:		
X	Driver (Not Designated In Advance)	CEHEG)	CEHEG)	CEHEG)	CEHEG)	
X	Courier (Not Designated In Advance)	CEHEG)	CEHEG)	CEHEG)	CEHEG)	
X	Graphics Support	CEHEC-IM-V W: H:		CEHEC-IM-V W: H:		
X	Staff Action Coordinator	MP) W: H:	MP) W: H:	CW) W: H:	CW) W: H:	
X	Administrative Officer	IM) W: H:	IM) W: H:	IM) W: H:	IM) W: H:	
X	EOC Admin Spec	MP) W: H:	MP) W: H:	CW) W: H:	CW) W: H:	
X	Clerk-Typist Logger	HR) W: H:	HR) W: H:	HEC) W: H:	HEC) W: H:	
X	Clerk-Typist File Clerk	RM) W: H:	RM) W: H:	RD) W: H:	RD) W: H:	
X	Clerk-Typist Encode/Decode	CW) W: H:	CW) W: H:	MP) W: H:	MP) W: H:	

Figure A-5. Crisis management team roster, continued.

Activation	Position	Team A	Team A - Alt	Team B	Team B - Alt	Status / Comments
X	Radio Operator ("Dual-Hatted" from other CMT Positions)	CMT) W: H:	CMT) W: H:	CMT) W: H:	CMT) W: H:	
X	Asst. Radio Operator ("Dual-Hatted" from CMT)	CMT) W: H:	CMT) W: H:	CMT) W: H:	CMT) W: H:	
X	Office of History Representative	CEHO) W: H:	CEHO) W: H:			
*	Operating Personnel Specialist	CEHEC-HR) W: H:	CEHEC-HR) W: H:			
X	Radio Operator	DIMA) W: H:	DIMA) W: H:	DIMA) W: H:	DIMA) W: H:	
X	CHIEF LNO	DIMA) W: H:	DIMA) W: H:			
X	LNO	CECW-OE-D) W: H:	CECW-OE-D) W: H:			

NOTE: Chief and Readiness Specialist positions listed under Team A only support 24-hour operations.
NOTE: EOC Admin Spec backfills Emergency Ops Spec during Normal Operations in absence of DIMA.

* Activated as needed.

** If DMS activated, reports to Director, DMS.

Figure A-5. Crisis management team roster, continued.

APPENDIX B

JOB DESCRIPTIONS FOR EMERGENCY WATCH TEAM (EWT), EMERGENCY OPERATIONS TEAM (EOT) AND CRISIS MANAGEMENT TEAM (CMT) MEMBERS

1. Purpose. This appendix describes the duties and responsibilities of the EWT, EOT and CMT members when the EOC is activated above Level 1.

2. General. During a crisis, the EOC becomes the HQUSACE focal point and information center for matters pertaining to the crisis. The CMT monitors the situation and implements command decisions for the operating staff.

3. Organization. See Appendix A.

4. Functions. The EWT, EOT and CMT (at different levels of operation) are responsible for the following functions:

a. Disseminating requirements to HQUSACE directorates and separate offices as necessary for decision making support to the Commander.

b. Maintaining liaison with the Engineer POC at the AOC, FEMA, and/or other specified locations.

c. Conducting briefings for the Command Group.

d. Maintaining operations and intelligence situation maps, the status of personnel and logistics, and pertinent information on the emergency situation.

e. Preparing reports, as required (Red Sheets, EXSUMs, etc.).

f. Maintaining data necessary to compile a history of the emergency operation (message traffic, briefing books, journals, logs, etc.).

5. Responsibilities. The following paragraphs delineate the responsibilities and job requirements for each of the EWT, EOT and CMT members, respectively. These may be modified by the Chief, EOC, to meet the current situation.

a. **CHIEF, EOC.** Responsible for daily operation of the EOC during normal, emergency watch and emergency operations. Performs the following duties:

OM 500-1-6
12 Jul 94

(1) Provides 24-hour leadership for the EOC directing activities of full-time staff and augmentees.

(2) Responsible agent to insure that the EOC is operational and properly equipped.

(3) Insures that systems and procedures are in a state of readiness to support 24-hour emergency operations.

(4) Responsible for publishing and maintaining the roster of key personnel for augmentation of the EOC staff.

(5) Provides initial reports of all emergency situations to appropriate HQUSACE staff elements.

(6) Insures HQUSACE Staff Duty Officer (SDO) coverage during non-duty hours when the EOC is closed.

(7) Monitors information relating to potential and on-going operations.

(8) Prepares and presents briefings on emergency situations of major interest.

(9) Keeps the HQUSACE Executive Office, directorates and separate staff offices informed as necessary concerning emergency events.

(10) Maintains liaison with the AOC, FEMA Emergency Information Coordination Center (EICC), other USACE elements, and other Federal agencies as appropriate.

(11) Furnishes guidance and support to FOAs engaged in emergency operations.

(12) During Level 4 activation, serves as Deputy to the Chief, CMT.

b. **EMERGENCY OPERATIONS OFFICER.** Responsible for the operational element of the EOC. Performs the following duties:

(1) Insures that systems and procedures within the assigned area of responsibility are in a state of readiness to support emergency operations for 24-hour coverage; during non-duty hours supports the SDO, as required.

(2) Insures that procedures and responsibilities for scheduled and non-scheduled briefings are followed.

(3) Supervises the operations team during Level 1 and Level 2 activations.

(4) Monitors SITREP submittal from MSC's, DC's, and FOA's for timeliness and content; expedites overdue submittals as required.

(5) presents briefings and assists in briefing preparation.

(6) Insures that the daily HQUSACE Red Sheet, Situation Report (SITREP), and other required reports are prepared, timely and in the proper format.

(7) May assume the duties of the Shift Leader/Assistant Shift Leader (Level 3 or 4 activation).

c. **WATCH OFFICER.** The Watch Officer is primarily responsible for monitoring information concerning potential and on-going operations. During periods of activation above Level 1, this individual becomes one of the CMT Watch Officers and performs the following duties:

(1) Monitors SITREP submittal from MSCs, DCs, and FOAs for timeliness and content and expedites overdue submittals as required.

(2) Prepares and presents briefings on emergency situations of major interest.

(3) Maintains constant visibility of emergency events and is prepared to present ad hoc briefings.

(4) Prepares the HQUSACE Red Sheet, EXSUM, and other reports as required.

(5) Keeps the Emergency Operations Officer and Chief, EOC, apprised of emergency situations.

(6) Insures that systems and procedures within assigned area of responsibility are in a state of readiness to support 24-hour emergency operations.

(7) Briefs the SDO on emergency situations, as required.

(8) Executes HQUSACE responsibility for alerts, communication tests and similar exercises.

(9) Maintains appropriate journals and records of incoming and outgoing communications, including telephone conversations.

OM 500-1-6
12 Jul 94

(10) Insures that the Engineer POCs at the AOC, FEMA, and other specified locations are kept informed.

(11) Coordinates 24-hour technical support as needed with the computer support contractor.

d. **READINESS PLANNER-DOMESTIC/FRP.** This individual is primarily responsible for planning and response to civil emergencies. During periods of activation, this individual becomes one of the CMT Operation Officers, performing the following duties:

(1) Serves as the technical specialist for domestic emergency response plans and procedures.

(2) Monitors information concerning potential and on-going operations and compiles data and prepares written and oral reports as required.

(3) Prepares and presents briefings on domestic emergency situations.

(4) Maintains liaison with the AOC, FEMA EICC, other USACE elements, and other Federal agencies, as appropriate.

(5) Furnishes guidance and support to FOA engaged in disaster operations.

(6) Maintains appropriate journals and records of incoming and outgoing communications, including telephone conversations.

e. **READINESS SPECIALIST/NSEP.** This individual is primarily responsible for planning and response to national security emergencies. During periods of activation above Level 1, this individual becomes one of the CMT Operations Officers and performs the following duties:

(1) Serves as the technical specialist for military and national security emergency plans and procedures.

(2) Monitors information concerning potential and on-going operations and compiles data and prepares written and oral reports as required.

(3) Prepares and presents briefings on military and national emergency situations.

(4) Maintains liaison with the AOC, FEMA EICC, other USACE

elements, and other Federal agencies, as appropriate.

(5) Furnishes guidance and support to FOA engaged in disaster operations.

(6) Maintains appropriate journals and records of incoming and outgoing communications, including telephone conversations.

f. **EOC SYSTEMS SPECIALIST.** This individual is responsible for maintenance of the EOC communication and electronic equipment and close coordination with the Directorate of Information Management and HEC-IM. During activation above Level 1, this individual becomes a CMT Communication Specialist performing the following duties:

(1) Insures that systems and procedures within assigned area of responsibility are in a state of readiness to support emergency operations for 24-hour coverage.

(2) Maintains communications with higher, lateral, and subordinate organizations.

(3) Insures that all EOC equipment is operational.

(4) Maintains appropriate journals and records of incoming and outgoing communications, including telephone conversations.

(5) Serves as EOC COMSEC Officer.

g. **EMERGENCY OPERATIONS SPECIALIST.** Works as a direct assistant to the EOC Operations Officer and is responsible for administrative emergency management functions within the EOC. During activation above Level 1, this individual becomes the Administrative Officer for the CMT, performing the following duties:

(1) Responsible for maintaining the CMT Roster.

(2) Responsible for staffing, training and scheduling CMT members.

(3) Establishes maintains required files.

(4) Assists in the preparation of briefing material.

(5) Prepares to operate on a 24-hour basis.

(6) Maintains appropriate journals and records of incoming

OM 500-1-6
12 Jul 94

and outgoing communications, including telephone conversations.

(7) Notifies the appropriate divisions and districts by phone that the CMT/EWT is operational on a full or part-time basis during regular and/or non-duty hours to accomplish HQUSACE missions.

(8) Maintains EOC security procedures IAW Appendix D.

h. CHIEF, CMT.

(1) Upon activation of the CMT (Level 4), the Chief, CMT, provides overall direction for assigned CMT staff.

(2) Responsible for supervision and direction of the CMT.

(3) Insures that the Commander, USACE, and/or his/her designee as assigned to provide senior leadership, are fully briefed on all matters concerning the emergency operation.

(4) Is supported by the Chief, EOC, who serves as a deputy and is specifically responsible for management of ongoing EOC operations.

i. SHIFT LEADER.

(1) Coordinates, directs, and is responsible for the activities of the CMT during the shift.

(2) Supervises the Assistant Shift Leader and the Administrative Officer.

(3) Resolves all coordination and procedural problems within the CMT.

(4) Responsible for presentation of briefings, scheduled or unscheduled, to the command group and other HQUSACE staff.

(5) Keeps the CMT advised of policy decisions and orders issued by higher authority via command-briefings, messages, and emergency telephone conferences including Department of the Army Emergency Action Procedures (DAEAP).

(6) Makes recommendations and provides information to the Chief, CMT.

(7) Assures proper coordination of emergency actions with the AOC Engineer Desk, FEMA, other Federal agencies and USACE

elements.

(8) Assures control of outgoing messages and reports for accuracy, format, distribution and coordination.

(9) Approves release of Red Sheets, SITREPs, information papers, and other documents originated by the CMT.

(10) Maintains the CMT Shift Leader's master journal and record of all significant events to insure that all critical dates, decisions, and statistics are accurately recorded.

(11) Coordinates briefings with the Chief, CMT, and appropriate CMT members.

(12) Keeps a record of discussions, policy guidance, and decisions made during briefings, and is prepared to provide information from this record to the Chief, CMT, and members of the CMT.

(13) Reviews duty officer journals.

j. **ASSISTANT SHIFT LEADER.**

(1) Assists Shift Leader in the execution of his/her duties and acts for the Shift Leader in his/her absence.

(2) Exercises direct supervision of desk officers and operations team.

(3) Insures that desk officers comply with suspense dates and provide current information for briefings and SITREPs.

(4) Reviews all outgoing messages to assure that messages have been adequately staffed.

(5) Assists the Shift Leader in maintaining journals and records.

k. **DESK OFFICERS.**

(1) Represent their directorate or separate office in accordance with internally established policies and take action, as required, on all messages to include-coordination with staff sections.

(2) Consult and coordinate with their directorate or separate office on the processing of actions for which policy has not been

OM 500-1-6
12 Jul 94

established.

(3) Forward actions, as required, to their directorate or separate office points of contact and track suspense actions.

(4) Provide input for briefings, the Shift Leader's journal, Red Sheets, SITREPs, information papers, and record of significant events.

(5) Brief significant items within respective areas of responsibility.

(6) Provide input to operations and administrative orders and plans.

(7) Assist in maintaining situation maps, status charts, and similar displays, reports, data pertinent to areas of interest.

(8) Brief their counterparts on the opposite shift before going off duty.

(9) Maintain a daily staff journal of actions, messages and suspense items.

(10) Keep the Shift Leader informed of directions that have been given from their directorate or separate office concerning duties and responsibilities expected of the team members by their parent office.

(11) Safeguard and properly control or dispose of classified documents.

(12) Review incoming messages for proper tasking and advise the Assistant Shift Leader of any inconsistencies.

(13) Review and update the computerized suspense list for accuracy.

1. **SECURITY AND LAW ENFORCEMENT/INTELLIGENCE DESK OFFICER.**
Performs all desk officer duties outlined in paragraph k. In addition, performs the following:

(1) Monitors, assesses, briefs, and prepares SITREP portions on the following areas: enemy and threat information, weather and weather impacts in conjunction with CECW-EH, intelligence information relating to present and future operations; theft, loss and sabotage at Corps facilities, general security posture of USACE, Threatcon and DEFCON levels.

(2) Assists the Shift Leader in the development of essential elements of information.

(3) Directs matters concerning security of Corps facilities with Corps FOA and other MACOMs.

(4) Coordinates with Plans and Policy Division on matters pertaining to security of Corps operations and facilities.

m. ADMINISTRATIVE OFFICER.

(1) Directs all CMT administrative support activities.

(2) Supervises the Administrative Section.

(3) Responsible for prompt and efficient flow of message traffic and for maintaining message files. Maintains other records as required. Monitors all message traffic for:

(a) Suspense dates.

(b) Priority messages requiring expeditious handling.

(c) Format.

(d) Dissemination.

(e) Control and disposal of classified material.

(4) Maintains the EOC as a restricted area (see Appendix F, EOC Security Procedures).

(5) Insures that outgoing messages have been approved by the Shift Leader.

(6) Coordinates courier service.

(7) Coordinates the production of graphic aids to support briefings.

n. STAFF ACTION COORDINATION OFFICER (SACO).

(1) Reviews all incoming messages and assign actions to specific directorates or separate offices. Assigns appropriate suspense dates, as required.

(2) Must be knowledgeable of the functional responsibilities of each of the directorates and separate offices within HQUSACE.

OM 500-1-6
12 Jul 94

(3) Must be knowledgeable of the procedures used to insure smooth message processing, to include the EOC message logging system and message center tracking.

(4) Must be knowledgeable of the use and composition of HQUSACE Address Indicator Groups (AIG) for message dissemination.

(5) Monitors receipt of all SITREPs and Emergency Action Messages (EAM). Insures that any message containing critical and time sensitive information is handled with appropriate priority.

(6) Is prepared to assume duties of the Administrative Officer.

o. **CLERK TYPIST (LOGGER).**

(1) Logs all information, as required, in the computerized master message log file.

(2) Assists the SACO in maintaining accountability and control of all message traffic in the EOC.

(3) Assists the Administrative Officer in retrieving and printing the computerized message log reporting system.

(4) Prepares back-up diskettes of the data base at the end of each shift.

p. **CLERK TYPIST (FILE CLERK).**

- (1) Files all messages in accordance with Appendix C.
- (2) Insures that necessary copies and proper distribution are made.
- (3) Assists the Administrative Officer in controlling message flow through the EOC.

q. **CLERK TYPIST (SECURITY).**

- (1) Maintains Restricted Area. Maintains the Visitor Register and controls and issues EOC visitor passes to properly cleared visiting personnel. See Appendix D for details.
- (2) Insures that all classified trash is disposed of properly.
- (3) Provides support by typing and copying as needed.
- (4) Answers telephones and routes calls to the appropriate desks.
- (5) Controls distribution boxes containing classified material.

r. **CLERK TYPIST (ENCODER/DECODER).**

- (1) Answers the telephone and routes calls to the appropriate desk officer.
- (2) Provides principle typing support as directed by the Administrative Officer.
- (3) Encodes and decodes classified messages using Department of the Army (DA) and USACE Operation Codes, Alert Notification Codes, and the KL 43 a/d series encrypting device.
- (4) Provides administrative support as needed.
- (5) Assists the Administrative Officer in maintaining daily reading files.

s. **COURIER/DRIVER.** Provides courier support as required.

t. **COMMUNICATION OFFICER/SPECIALIST.**

OM 500-1-6
12 Jul 94

(1) Monitors radio, radio telephone, secure telephone unit (STU III) and conventional telephone communications. Records transmissions and prepares telephone conversation records as appropriate.

(2) Assures equipment is operational.

(3) Maintains communication logs.

(4) Maintains communication situation map overlays and presents briefings on same.

(5) Advises the Operations Officer on communication matters.

(6) Serves as the designated COMSEC officer for the EOC.

u. OFFICE OF THE CHIEF OF ENGINEERS-PENTAGON (OCE-P) LIAISON OFFICER.

(1) Collects and disseminates information between HQDA and HQUSACE.

(2) Attends AOC briefings.

(3) Attends Engineer Desk Officer briefings at the AOC.

(4) Participates in HQUSACE briefings.

(5) Coordinates AOC visits by USACE General officers.

(6) Attends OCE-P command pre-briefs.

(7) Attends OCE-P guidance sessions following AOC Command Briefings.

(8) Briefs EOC shift changes on AOC/OCE-P issues and concerns.

(9) Obtains copies of the report to the Army Chief of Staff regarding previous day's activities.

v. EOC SECRETARY.

(1) provides secretarial support to the Shift Leader, Assistant Shift Leader and desk officers.

(2) Types messages to be sent over the AUTODIN system. Proof reads outgoing messages typed by other offices for spelling and

format prior to submission to the Shift Leader for signature.

(3) Maintains a file for incoming and outgoing suspenses. Coordinates suspenses with CMT members to insure dates are met and the computerized message logsystem is appropriately annotated.

(4) Maintains a suspense file for approved outgoing messegges which will be held until the machine generated "come back" copy is received from the Communication Center. Forwards "come back" copy to SACO for processing.

APPENDIX C

MESSAGE TRAFFIC

1. Purpose. The purpose of this appendix is to provide standard procedures for preparing and maintaining the automated message log and to describe the message flow system for the EOC.

2. General.

a. An EOC message log/journal of all incoming and outgoing message traffic will be initiated and maintained when the EOC is activated.

b. Messages will be transmitted to and from the EOC using the following media: AUTODIN, facsimile, electronic mail and written, typewritten or verbal requests. Regardless of the medium, all messages and significant taskings will be logged into the EOC Message Log.

3. Procedures.

a. EOC MESSAGE LOG.

(1) The EOC Message Log is an automated master message logging system.

(2) The system is designed to sort output by action office, suspense date, date time group (DTG) of the message, subject, addressee, and origin. Standard printouts are produced by the system and are available for use by CMT personnel to aid in maintaining and controlling actions.

(3) The system is designed to have UNCLASSIFIED data entered. To avoid any potential security problems (e.g., entering a classified subject), all printouts are to be treated as FOR OFFICIAL USE ONLY and are to be handled accordingly.

b. INCOMING MESSAGE FLOW.

(1) All incoming message traffic will flow through the EOC as shown in Figure C-1.

(2) Routine incoming message traffic will be routed through the SACO first for assignment of action office and suspense date, if required. (If a SACO is not assigned, the function will be performed by the Administrative Officer.)

OM 500-1-6
12 Jul 94

(a) FLASH MESSAGES will be **immediately** shown to the Operations Officer/Shift Leader before going to the SACO.

(b) ENCRYPTED MESSAGES will be decoded by the Clerk-Typist (Encoder/Decoder) before going to the SACO.

(3) The Clerk-Typist (Logger) will input the message data in the message log and assign a control number to the message.

(4) The File Clerk will make copies of the message, if required, and distribute the copies to the Action Officer/Coordinators, Master File, and appropriate Reading File.

(5) A single designated action officer is responsible for gathering the appropriate information to respond to the message. Information designees should be prepared to provide input if contacted by the action officer. If the designated action officer determines that the action has been improperly assigned, he/she should return the message to the SACO for forwarding to the appropriate action officer and correction of the message log.

(6) Message traffic will be distributed and filed as follows:

- Master Chronological File: Original copy
- Reading File(s):
 - Routine incoming message file
 - SITREP file
 - Taskers/Suspense file
- CMT Staff: Based on distribution directions
- Controller (if exercise): One copy

(a) Master File. The original of all unclassified incoming message traffic will be filed in numerical order. If the message is classified, a blank sheet of paper will be entered in the master file with the message control number and location of the classified document. The original classified message will be filed in a secure container.

(b) Reading File. Separate reading file(s) will be maintained for routine message traffic, SITREPs, taskers and suspenses. These files, maintained by the Administrative Officer, will be started at 0001 and closed out at 2400 daily. If more than one MSC is involved in the disaster response or exercise, the SITREP Reading File will be further separated by MSC.

b. OUTGOING MESSAGE FLOW.

(1) All outgoing message traffic will flow through the EOC as shown in Figure C-2.

(2) Outgoing messages and taskers will be drafted by the appropriate action officer utilizing the EOC LAN or PC, as available. Outgoing AUTODIN messages will be typed by the Administrative staff. Messages requiring encoding will be given to the Clerk-Typist (Encoder/Decoder).

(3) The Shift Leader is the approving authority for all messages.

(4) The Shift Leader or Assistant Shift Leader will provide approved messages and taskers to the Administrative Officer. The administrative staff encrypts and formats messages to meet transmission requirements or other standards. The Administrative Officer may release messages approved in draft by the Shift Leader or Assistant Shift Leader.

(5) The released message is logged in the message tracking system, assigned a control number by the Logger, and transmitted (AUTODIN or facsimile).

(6) The File Clerk distributes action and coordination copies IAW the assigned staffing and files a copy in the Master File and the appropriate Reading File(s).

(7) Facsimiles are transmitted by the administrative staff. Following transmission, a copy of the outgoing message is returned to the Action Officer with verification of the time of transmission.

(8) AUTODIN messages are hand carried to the Message Center for transmission. A copy of the formatted text prepared by the administrative support staff is provided to the Action Officer. The "comeback" copy of the AUTODIN message is filed with the Master File copy by the administrative support staff. The administrative staff is responsible for tracking comeback copies to verify actual transmission.

OM 500-1-6
12 Jul 94

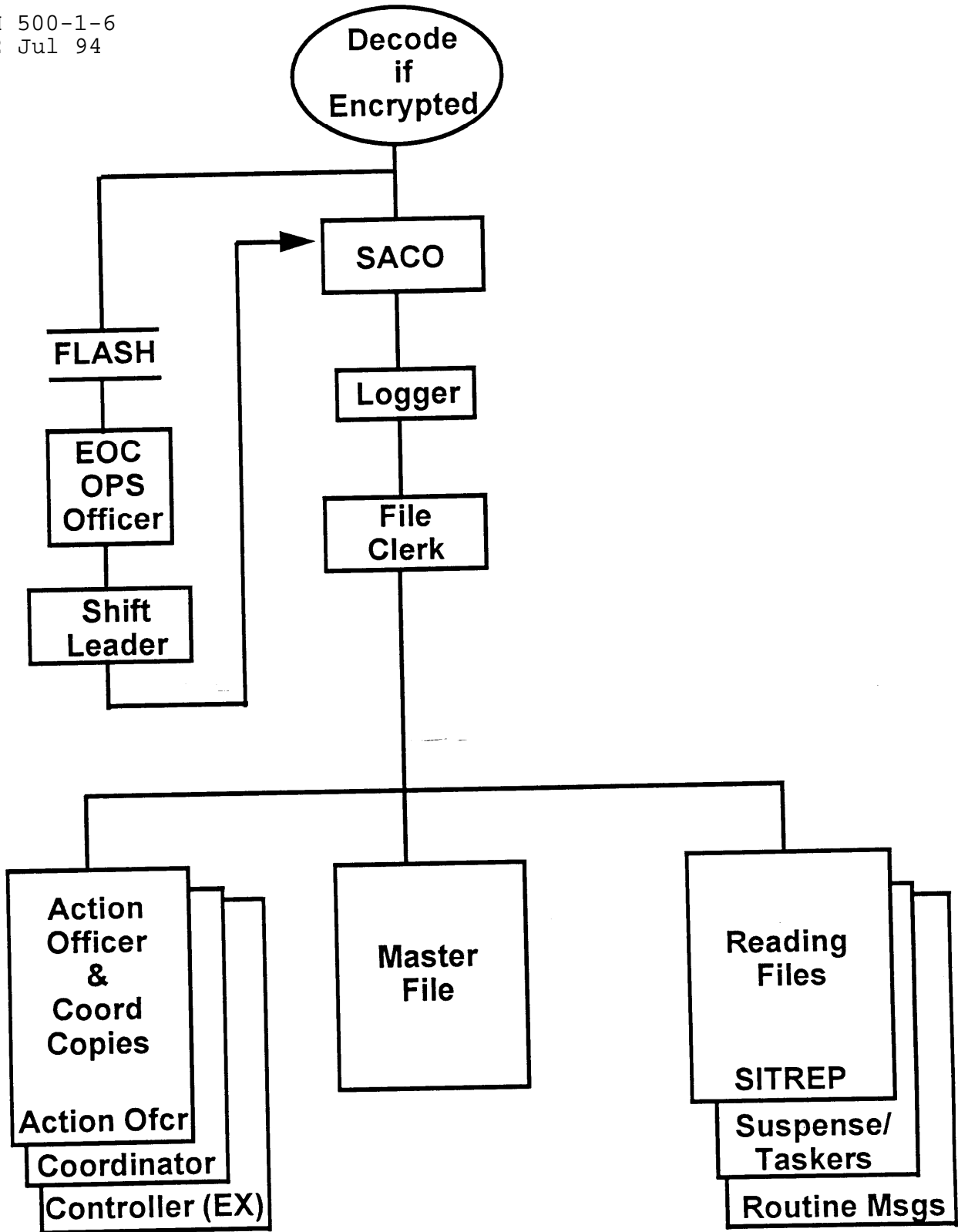


Figure C-1. Incomming messages.

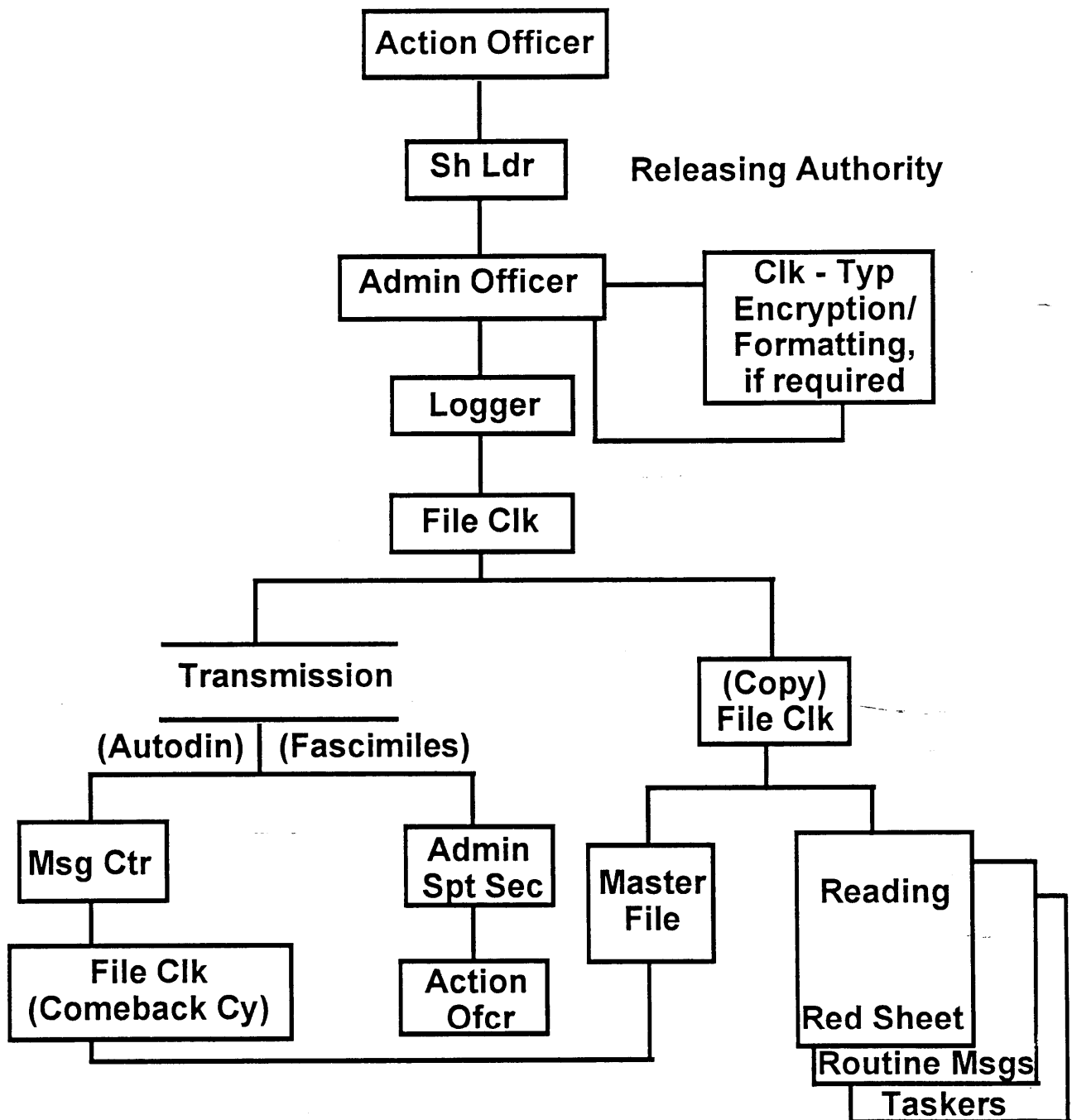


Figure C-2. Outgoing messages.

APPENDIX D

OPERATIONS SECURITY (OPSEC)

1. Purpose. This plan prescribes policies and establishes standard procedures within the EOC for controlling and safeguarding classified material to insure that official information of the Department of Defense relating to national security is protected.

2. Applicability. This plan applies to all personnel assigned to HQUSACE.

3. Responsibilities.

a. The Chief, Emergency Operations Center (EOC), has overall responsibility for controlling and safeguarding classified material within CECW-OE-EOC.

b. The Chief of the Crisis Management Team (CMT) has the overall responsibility for controlling and safeguarding classified material in the EOC during periods when the EOC is activated with a HQUSACE CMT.

c. At a minimum, the Chief, EOC, will appoint, in writing, a security monitor who will advise on matters pertaining to the classification, declassification, and safeguarding of national security information.

d. The Chief, EOC, will implement procedures to insure that the end-of-day security check is conducted each day, IAW paragraph 5-202 of AR 380-5 and USACE Suppl 1 to AR 380-5.

e. The security monitor will:

(1) Insure that all persons who handle classified material are appropriately instructed and cleared.

(2) Assist and advise on matters pertaining to the enforcement of regulations governing the dissemination, reproduction, transmission, safe keeping, and destruction of classified material.

(3) Insure that the daily end-of-day security checks are being conducted, IAW paragraph 5-202 of AR 380-5 and USACE Suppl 1 to AR 380-5.

OM 500-1-6
12 Jul 94

f. When the EOC is activated, the Clerk-Typist (Security), CMT, will:

(1) Monitor the entrance to the office and insure that all personnel who enter have been properly cleared and have the proper identification authorizing their entrance.

(2) Maintain the Restricted Area Visitor Register and issue visitor passes to properly cleared visiting personnel (see paragraph 4a. below).

g. Branch/CMT Personnel:

(1) All personnel will be familiar with and abide by instructions set forth in this plan.

(2) All personnel will be familiar with the procedures for handling and safeguarding classified materials as outlined in AR 380-5 and USACE Suppl 1 to AR 380-5.

(3) Each person is responsible for safeguarding classified documents.

(4) All CMT personnel will receive an initial security briefing by the Office of Security and Law Enforcement prior to an exercise or upon activation of the CMT. The briefing will include handling, storage, and safeguarding of classified documents.

(5) Staff assigned to the EOC will return classified material to designated GSA-approved secure containers by the end of the workday.

4. Procedures. Operations are conducted throughout the EOC at the SECRET level. Discussion of classified material is permitted in all areas except the entryway. Open storage of material is permitted during periods when the EOC is open.

a. Access to the EOC. The EOC is a restricted area and only personnel with proper security clearances will be admitted. The entrance is controlled by two locks. An electronic cipher lock ("day lock") is used for access to the EOC facility when it is open. The combination to the "day lock" may be given to all personnel with a Permanent Green EOC badge, HQUSACE General Officers and HQUSACE SES personnel. When the facility is closed a combination lock ("night lock") of the type used for GSA-approved security containers is used to double-lock the EOC. The facility can be opened and closed and the combination to the

night lock can be given only to assigned EOC staff, other Readiness Branch and section chiefs, and contiguous action officers after such personnel have been given a security orientation. Exceptions must be approved in advance by the Chief, EOC. The following procedures will be used to grant access to the area:

(1) Personnel granted access to the EOC are required to display a serially-numbered identification card in full view above the waist while in the EOC. The following types of identification cards are issued:

(a) Permanent Badge. Permanent badges (green) with photographs are issued to CMT members, Readiness Branch staff, and other individuals requiring regular, continuous access to the EOC. Holders of permanent badges must have a minimum security clearance of SECRET. A permanent badge is required in order to sign-in and escort visitors. Personnel issued a permanent badge may be given the combination to the "day lock." Permanently badged personnel will surrender badges to the EOC upon termination of their EOC/CMT assignments.

(b) Temporary Visitor Badge. Visitor "V" badges (yellow) are issued to personnel with verified minimum security clearance of SECRET and a requirement to move within the EOC without escort. Staff members issuing visitor badges are responsible for assuring security clearance has been verified against the CEPM roster or by individual verification of CEPM staff.

(c) Temporary Escort Badge. Escort "E" badges (red) are issued to personnel who require access to the EOC but do not have either the required security clearance or a need to move without an escort. Staff issuing Escort badges are responsible for escorting the badge holder at all times the individual is in the EOC. The presence of uncleared escorted visitors in the work area must be announced by the escort.

(2) Temporary badges will be issued upon surrender of photo identification (state driver's license). The photo identification will be returned in exchange for the temporary badge when the individual leaves the EOC, or at the close of business.

(3) General Officers assigned to USACE, and members of the Senior Executive Service assigned to HQUSACE and displaying blue HQUSACE SES badges, shall be given access to the EOC on the same basis as permanently badged staff. EOC badges are not required for these individuals. The EOC Administrative Officer will

OM 500-1-6
12 Jul 94

regularly verify the security clearance of assigned General Officers and Senior Executives.

(4) EOC badges do not permit access to areas within the EOC which have been specifically restricted.

b. Opening and closing the EOC.

(1) Opening the EOC. The following steps shall be taken to open the EOC:

(a) Enter date/time and initials on the SF 702, Security Container Check Sheet, located on the EOC door. Turn magnetic sign to "OPEN."

(b) Upon entering, inspect EOC perimeter, security containers, World Wide Military Command and Control System (WWMCCS) and other items listed on SF 701, Activity Security Checklist, for proper closure and/or tampering, and immediately report any problems to the Chief, EOC.

(c) Review incoming facsimile messages, and review and record telephone answering machine messages. Disseminate any information needing priority attention.

(d) A member of the permanent EOC staff shall retain responsibility for the EOC while the facility is open. As an exception, when it is essential to maintain extended operations, a member of the permanent EOC staff may temporarily leave the facility in the custody of staff with a permanent EOC badge (green). In such cases, the staff member remaining in the EOC will not leave the facility until relieved by a permanent EOC staff member.

(2) Closing the EOC. The following steps shall be taken to close the EOC:

(a) Insure that all classified material is returned to secure containers. Verify that all STU III keys are returned to a secure container.

(b) Insure that all designated equipment is turned off.

(c) Insure that all security containers are closed, checked, and the Security Container Cover Sheet, SF 702, completed.

(d) Insure that all "blocked" doorways are secure.

(e) Insure designated alarms are set.

(f) Complete Activity Security Checklist, SF 701.

(g) Set the "night lock", close the door, turn the combination dial and check the EOC door by entering the cypher lock combination.

(h) Initial the SF 702 and turn the magnetic sign to "CLOSED."

c. Safeguarding classified documents and information:

(1) During times when the EOC is activated on a 24-hour basis, classified containers may be left open to support operations. All personnel assigned to CECW-OE-EOC/CMT who handle classified information are responsible for security of the information within their control. Personnel are further responsible for insuring that any disclosure or relinquishment of control of these documents is to personnel who are properly cleared at least to the degree of the classification of the information and have a need-to-know.

(2) The dissemination of classified data orally, in writing, or by any other means, shall be limited to those persons whose official duties require knowledge or possession thereof. No one has the right to have access to classified material solely by virtue of rank or position.

(3) Classified documents may be compromised as a result of carelessness, negligence, or indiscretion, as well as by the action of hostile intelligence or subversive organizations. The dangers of indiscreet conversation cannot be over-emphasized. It is important that any breach of security which may come to an individual's attention, is reported without delay to the security monitor or supervisor. The security monitor or supervisor must be notified immediately when a document is known or suspected to be lost or compromised.

(4) Reproduction of classified material will be kept to an absolute minimum and is restricted to designated copier(s) within the EOC. In the event of equipment failure, the security office will provide guidance or assistance. Each reproduced copy of a classified document will be secured and properly controlled.

d. Storage of classified material.

(1) Each container used for storage of classified material

will be designated but not externally marked as to the level of classified material authorized to be stored. Each vault or container shall be assigned a number or symbol for identification purposes.

(2) Five containers located within the EOC are authorized storage of classified material at the SECRET level; one container is authorized for storage at the TOP SECRET level. Designated drop safes with the TOP SECRET container are provided for storage of materials requiring additional control.

(3) Combinations to classified containers will be changed only by persons having an appropriate security clearance. New combinations will be forwarded to the security office for storage. Combinations will be changed for any of the following conditions :

(a) When placed in use after procurement.

(b) Whenever an individual knowing the combination is transferred or reassigned from CECW-OE, or his/her security clearance is reduced, suspended or revoked by proper authority.

(c) When the record of combination has been compromised or the classified container was found open and unattended.

(d) At least annually, unless more frequent change is directed by the type of material stored within the container.

e. Preparation of classified documents. Classified processing is permitted only on stand-alone word processors. Data will be stored on removable hard drives and locked in GSA-approved classified containers when not in use. All documents and disks will be labeled, marked, and stored appropriately to prevent unauthorized access.

f. Emergency evacuation and destruction plan.

(1) In the event of a fire, natural disaster, or terrorist threat, the classified documents and materials stored in all safes may have to be protected, removed or destroyed. The Chief, EOC, will direct the implementation of an emergency evacuation plan, to insure that the classified documents stored in safes and containers in the EOC area are not compromised.

(2) In the event of a fire, natural disaster, or terrorist threat, the first measure of protection is to secure all containers prior to evacuating the building. The Office of

Security and Law Enforcement is subsequently responsible for implementing headquarters-wide protection procedures, to insure that containers are not breached and classified documents are not compromised during recovery and clean-up operations.

(3) If the situation warrants, destruction of the classified material will be accomplished by shredding.

(4) Each member of CECW-OE/CMT is responsible for implementation of the emergency destruction and evacuation plan.

g. Bomb threat.

(1) If any member of the EOC/CMT team receives a bomb threat, he/she should listen as attentively as possible to the threat and record as much information as possible on the Bomb Threat Checklist (Figure D-2). Keep the bomb threat checklist readily available. A calm response to a bomb threat call may result in additional information from the caller. Pretend difficulty with your hearing and keep the caller talking.

(2) Without discussion, immediately forward the completed checklist to the Chief, EOC. The Chief, EOC will notify the Building Manager (2-0800) as soon as possible. Do not discuss the threat. Await further direction from the occupant emergency coordinator.

h. All personnel within the EOC shall consider themselves responsible for the enforcement of security procedures and regulations.

D-8

BOMB THREAT CHECKLIST

1. EXACT WORDS USED IN BOMB THREAT: _____

2. TIME: _____ 3. DATE: _____ 4. DETONATION TIME: _____ 5. LOCATION: _____

6. CALLER(S):
A. NAME: _____
B. MALE: _____ FEMALE: _____
C. ADDRESS: _____
D. TELEPHONE NO.: _____
E. THREAT MODE: _____
F. LANGUAGE: _____ G. ACCENT : _____
H. DIALECT: _____
I. AGE: _____ UNKNOWN: _____ CHILD: _____ TEENAGER: _____
YOUNG ADULT: _____ ADULT: _____ ELDER: _____

7. DID CALLER INDICATE A FAMILIARITY WITH THE BUILDING:
YES _____ NO _____ IF YES, HOW? _____

8. ASSOCIATION: _____

9. REASON: _____

10. TYPE OF DEVICE: _____

11. MANNER OR TONE OF CALLER: _____

12. BACKGROUND NOISE: _____ 13. WEATHER: _____

13. LOCAL AREA ACTIVITY: _____

14. DAY OF WEEK: S M T W T F S PAYDAY: YES _____ NO _____
HOLIDAY: _____ WHAT DAY _____

15. MISCELLANEOUS : _____

16. RECORDER NAME: _____
TELEPHONE NO: _____ ROOM NO: _____
DATE: _____ TIME: _____ TITLE: _____
AGENCY: _____ ADDRESS: _____

Figure D-2. Bomb threat checklist.

APPENDIX E

INFORMATION/REPORTING REQUIREMENTS

1. Purpose. This appendix provides the format for situation reports for general operations and special formats utilized by MSCs, DCs and FOAs for other situations as required by HQUSACE.

2. Information Requirements and Dissemination. The following reports will be received, prepared, posted, and distributed by the EOC/CMT.

a. Emergency Situation Reports (SITREPs). Emergency and disaster reports received from MSCs, DCs, Labs and separate FOAs will be maintained in the EOC. All information pertaining to emergency situations will be submitted through the EOC. Transmission will be accomplished by various means (facsimile, electronic, etc.)

(1) Normal Operations. Prior to COB within their respective jurisdiction, all MSCs, DCs, Labs and FOAs will submit SITREPs to HQUSACE, ATTN: CECW-OE-EOC.

(2) Extended Hours (24-hour shifts). SITREPs will be submitted NLT 0200 EST daily by MSCs, DCs, Labs and FOAs, ATTN: CECW-OE-EOC.

(3) Unless an alternate format is directed for reporting emergency information, USACE SITREPs will follow the format specified in Figure E-1. When transmitted, the heading or transmittal header will show the office symbols and phone numbers for the addressee and sender.

b. Spot Reports (SPOTREP). MSCs, DCs, Labs, and separate FOAs shall immediately report significant changes in the emergency situation which occur after a scheduled SITREP report has been rendered.

c. Emergency Operations Summary (Red Sheet). The HQUSACE Red Sheet is a situation summary utilized for domestic emergencies. It is based on information received from MSCs, DCs, Labs, FOAs, HQUSACE staff, and other federal agencies. Distribution will be made by CECW-OE-EOC. Figure E-2 provides a sample Red Sheet.

d. Executive Summary (EXSUM). The EXSUM is a one paragraph summary of an emergency event. It is concise, informal in style

OM 500-1-6
12 Jul 94

and does not exceed 15 lines. Approved acronyms and abbreviations will be used. The EXSUM will be marked with the appropriate classification: "U" for Unclassified, "C" for Confidential, or "S" for Secret. Figure E-3 provides a sample EXSUM.

1. SITREP: The word "SITREP" followed by the district name, date, local time and zulu DTG.
2. CATEGORY: Short description of the type of SITREP.
 - Storm
 - Flood, Potential Flooding
 - Flood Response
 - Post Flood Response
 - Earthquake
 - Volcanic
 - Hurricane
 - Pollution Spill
 - Tornadoes
 - Support to Law Enforcement
 - Mobilization
3. EVENT NAME: The assigned name of the event (30 characters or less).
4. SEQUENCE NO.: Use "initial" for the first report and "final" for the last. Use sequential numbers in between.
5. SITUATION: A summary of the situation that answers what, where and when. This paragraph may be narrative or in bullet form.
6. PAST 24: A narrative or bullet form statement of the USACE actions or activities that have taken place over the past 24 hours or since the last SITREP.
7. NEXT 24: A narrative of planned actions for the next 24 hours.
8. OTHER EFFORTS: A description of efforts taken by other agencies, governments and organizations (i.e., state, local government, military, Red Cross, FEMA, etc.).

Figure E-1. Situation reporting (SITREP) format.

OM 500-1-6
12 Jul 94

9. DATA: Information that can be calculated, measured, or read from gauges pertinent to the situation. This may include USACE reservoir data, river stage data, district obligations or expenditures to date, manpower civil/military, damages, damages prevented (must comply with para 2-4g, ER 500-1-1), rainfall data, weather forecast, specific numbers of inquiries, evacuations and deaths by localities.

NOTE: SITREPs should have the appropriate security classification at the top and bottom of the page and declassification information, if required.



US Army Corps
of Engineers

OM 500-1-6
12 Jul 94

CECW-OE

Date: 25 JUL 94

As of 0800 Hours
CPT Young (202) 272-1001

* * * HURRICANE AND TROPICAL STORM(PACIFIC) * * *

Hurricane Gilma developed behind Hurricane Emilia and Tropical Storm Fabio last week. Gilma is located east/southeast of the Hawaiian Islands. This hurricane is moving west with sustained winds of 135 knots and gusts to 165 knots. Gilma is forecast to weaken and pass south of the Hawaiian Islands in the next two days.

* * * SOUTHEAST UNITED STATES FLOODS * * *

Scattered showers occurred over Florida, Georgia, and Alabama during the weekend. Widely scattered showers are forecast today and tomorrow for northern Florida, Alabama, and Georgia.

SOUTH ATLANTIC DIVISION (SAD)

Operational focus has switched from flood fight assistance to continuing support of Federal Emergency Management Agency recovery missions. One hundred and ten Corps personnel are deployed to support recovery efforts.

Georgia: The Flint, Ocmulgee, and Altamaha Rivers are below flood stage and continuing to fall. Corps operations in Georgia are as follows:

- Delivery of 125,000 gal/day of bottled water to Bibb County continues. Delivery to date is 3,645,966 gallons.
- An additional 40,000 pounds of ice for Montezuma will be delivered tomorrow; Total ice delivered to date is 240,000 lbs.
- Deliveries of 1,828 Porta-Potties are complete. Corps is monitoring service contracts and arranging for removal of units which are no longer required.
- Corps contractors continue installation of trailers provided by FEMA for temporary housing. Ten units have installation complete and were transferred to FEMA. Twenty-nine of the required 60 units are placed on site at two locations in Albany.
- Pump installation at the Baconton waste treatment facility is complete, returning the system to operational status.
- Corps personnel begin surveys today with the Hazard Mitigation Team.

Figure E-2. Emergency operations summary (Red Sheet).

OM 500-1-6
12 Jul 94

SUMMER FLOODING RED SHEET 940725 - CONTINUES -

- Additional Corps missions continue as follows: inspection of ground/surface water systems, public affairs support, Prime Power assessments of FEMA generator inventories, placement and installation of portable showers, and inspections of Corps projects affected by this flood.

Florida: The Apalachicola River is falling and forecast to be below flood stage at Blountstown on Wednesday. Corps operations in Florida are as follows:

- Corps contractors have completed placement site work (utilities installation for FEMA trailers) at 36 sites. Contractors continue installation of 41 additional FEMA travel trailers.
- Navigation below Jim Woodruff Dam on the Apalachicola River remains closed due to high flood stages and low bridge clearances. Navigation will resume when the Blountstown gage level recedes to 17 feet (estimated today). Current reading is 17.5 feet.
- Mission to survey and establish high-water markers, continues.

(C L A R I F I C A T I O N)

EXECUTIVE SUMMARY

(U) PREPARATION OF AN EXECUTIVE SUMMARY. An EXSUM is a brief summary of information either in response to a question or to provide unsolicited information. The EXSUM may not exceed 15 lines. It should be prepared in a concise, but informal style; making full use of approved acronyms and abbreviations. The EXSUM should begin with the overall classification, followed by the subject (underlined). The originator's organization will appear next, followed by the body of the summary. It is a good idea to begin with a statement explaining why the EXSUM is submitted. Insure that the originator is identified and the EXSUM is approved as shown below. "PREPARE MEMO" or "PROVIDE MEMO" should end the summary, depending on whether a memo exists or not. PROVIDE MEMO_____.

Originator's Name/Office Symbol/Extension

APPROVED BY_____

(C L A R I F I C A T I O N)

Figure E-3. Sample executive summary (EXSUM).

OM 500-1-6
12 Jul 94

APPENDIX F
EOC RESOURCE MATERIAL
(To be Published)

APPENDIX G

GLOSSARY

1. Emergency Operations Center (EOC). The EOC is a designated space within HQUSACE where personnel and equipment are centralized. It provides command and control of emergency response and recovery activities during an actual or simulated disaster or national emergency crisis situation.
2. Crisis Management Team (CMT). The CMT team is a cadre of personnel representing the various directorates and separate offices within HQUSACE. The CMT centralizes command operations by providing the appropriate staff personnel with the means to gather, process, retrieve, analyze, and display data rapidly and in a readily usable form. Responsive communication between staff personnel and higher, adjacent and subordinate commands is facilitated.
3. Executive Readiness Board (ERB). The primary members of the Executive Readiness Board are the Deputy Directors of Civil Works and Military Programs and the Deputy Assistant Chief of Engineers. The Associate Members are the Chief, Operation, Construction and Readiness (OCR) Directorate and the HQUSACE Chief of Staff. These board members will make recommendations to the Deputy Commanding General on matters concerning the Readiness posture of the command. The ERB also provides a direct link for the "Warm" CMT/EOC to the Deputy Commanding General to expedite decisions during both duty and non-duty hours.
4. Directorate of Mission Support (DMS). The Directorate of Mission Support (DMS) encompasses the following offices:
 - a. Directorate of Logistics
 - b. Directorate of Resource Management
 - c. Directorate of Human Resources
 - d. Directorate of Information Management
 - e. Principal Assistant Responsible for Contracting

In addition, the DMS provides staff supervision over the Engineer Strategic Studies Center, Humphreys Engineer Center Support Activity, the office of Equal Employment Opportunity, and Small and Disadvantaged Business Utilization. The offices comprising

OM 500-1-6
12 Jul 94

DMS will continue to perform their peace time functions. However, during an emergency, some of these offices may undergo changes to their operating procedures. The nature of the specific event precipitating the establishment of the DMS will determine the extent to which specific functions may be continued, modified, or discontinued by the Director of Mission Support.

5. Operations Staff. The element of the CMT which includes desk officers representing HQUSACE directorates and offices, the Watch Team which is responsible for tracking and reporting current operations, and other specialized staff providing intelligence, planning and technical support.

6. Administrative Support Staff. The element of the CMT responsible for message control, clerical functions, dissemination of reports and coordination of communications and support from HECSA.

7. Desk Officer. A member of the operations staff responsible for coordinating action on messages relating to their respective directorate or office.

8. Emergency Watch Team. The assigned EOC staff and a cadre of personnel who augment the EOC staff when a threat situation requires extended operations.

9. Emergency Operations Team. An interim organization of flexible size and composition used to augment the EOC staff if the CMT is not fully activated.

10. HO Support Team. The team consisting of HEC personnel who, upon activation, are assigned to the EOC to support the emergency operation.

OM 500-1-6
12 Jul 94

APPENDIX H
EMERGENCY ACTION PROCEDURES
(To be Published)